



College of Health Professions Promotion and/or Tenure Portfolio Preparation Workshop

Updated: April 26, 2023

Overview of CHP Promotion & Tenure Processes

- Pre-Promotion and/or Pre-Tenure Review Process
- Faculty Notification and Portfolio Review Process
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 - [User Guide to Start Your Packet](#)
- Approval Steps/Flow for CHP P&T Review Process within the CHP P&T Database
 - [Approval Steps/Flow for CHP P&T Review Process](#)
- General Tips Regarding Portfolio/Packet Preparation

Pre-Promotion and/or Pre-Tenure Review

Before or during the third appointment year in the college, and with the recommendation of the department chairperson, a faculty member may submit a portfolio for Promotion and Tenure Committee review. **The pre-promotion and/or pre-tenure review is the faculty member's opportunity to receive feedback from the CHP P&T committee about preparation of credentials (i.e., portfolio) and progress toward promotion and/or tenure.**

Pre-Promotion and/or Pre-Tenure Review

- The portfolio must be submitted to the committee chairperson **by January 15** or the next work day if January 15 is not a work day.
- Pre-tenure/pre-promotion reviews will **occur only in the spring semester**. A faculty member may submit up to two requests for a pre-tenure review during the probationary period.
- The committee shall provide the faculty member and department chairperson with a written, nonbinding, critique of his/her pre-tenure and/or pre-promotion portfolio **by the last work day in February**.

Faculty Notification

The department chairperson will notify tenure-track faculty nearing completion of their fourth probationary year, before the portfolio preparation workshop is held in April, that they must apply for tenure no later than the second year following notification. As a general rule, the department chairperson and the candidates eligible for promotion and/or tenure will attend the portfolio preparation workshop.

A department chairperson considering recommendation of a faculty member for promotion or tenure shall require the faculty member to submit his/her portfolio to the department chairperson **by the first Tuesday in July**. If the first Tuesday in July is an official State of Arkansas holiday, i.e., July 4, the portfolio will be submitted by the end of the next day, i.e., July 5.

Portfolio Review Process

The department chairperson shall initiate the promotion and/or tenure process. The department chairperson shall provide written notice to each candidate of the action taken and forward the portfolios of the candidates being recommended to the CHP P&T committee **by the first Tuesday in September.**

Portfolio Review Process

Recommendations of the Committee will be based on a majority vote of all eligible voting members. In the event of a tie vote, the application for appointment, promotion, or tenure will not be recommended, and the P&T committee shall provide a letter of justification for the decision to the candidate, department chairperson, and the dean.

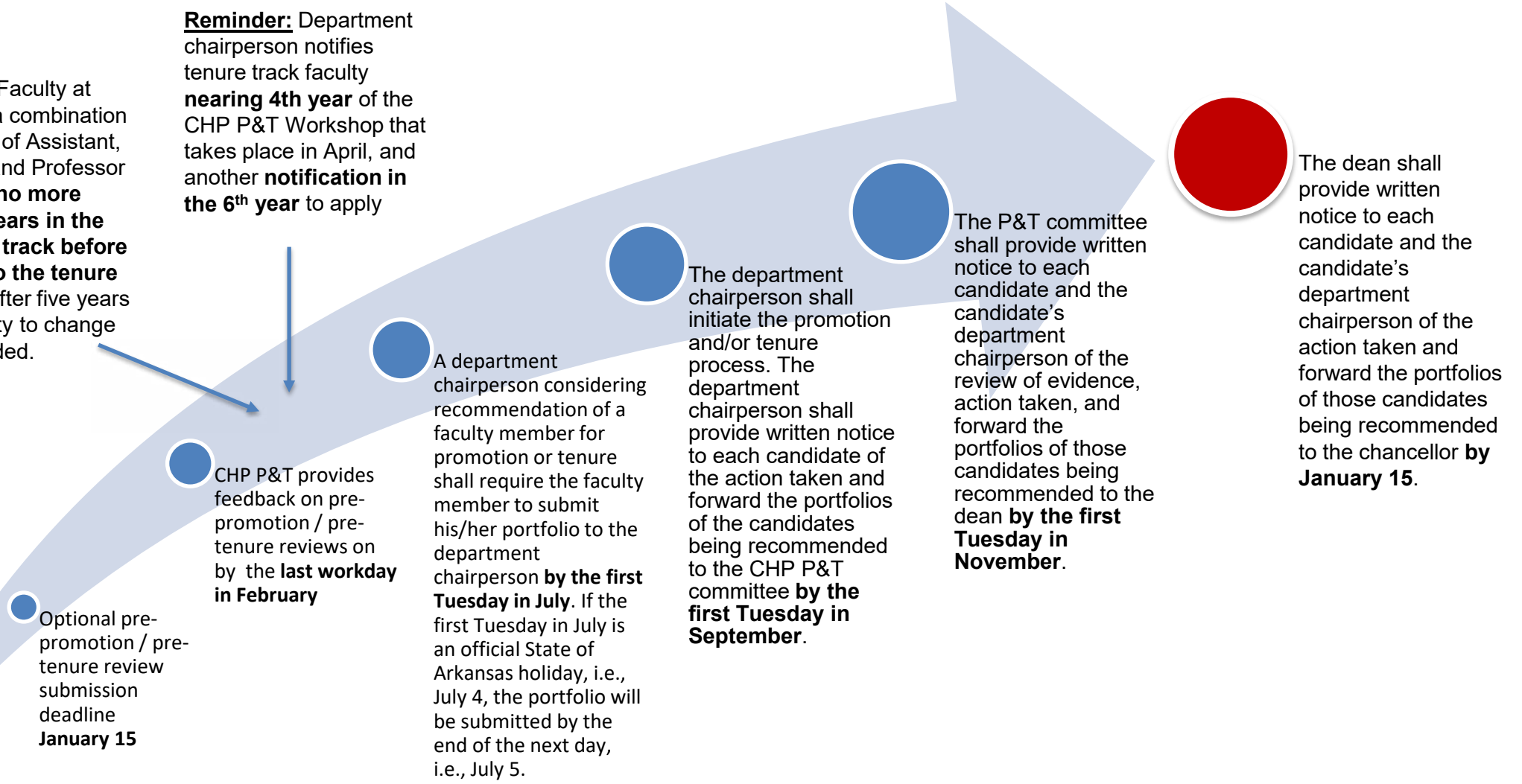
The P&T committee shall provide written notice to each candidate and the candidate's department chairperson of the review of evidence, action taken, and forward the portfolios of those candidates being recommended to the dean **by the first Tuesday in November.**

The dean shall provide written notice to each candidate and the candidate's department chairperson of the action taken and forward the portfolios of those candidates being recommended to the chancellor **by January 15.**

Faculty Notification and Portfolio Review Process

Reminder: Faculty at any one or a combination of the ranks of Assistant, Associate, and Professor may serve no more than four years in the non-tenure track before changing to the tenure track, i.e., after five years their eligibility to change tracks is ended.

Reminder: Department chairperson notifies tenure track faculty nearing 4th year of the CHP P&T Workshop that takes place in April, and another notification in the 6th year to apply



Accessing the CHP P&T Database

1. Log into the system at <https://promotiontenure.uams.edu/>
2. Once you are in the system click "create new request" button on the left of the screen:

UAMS
UNIVERSITY OF ARKANSAS
FOR MEDICAL SCIENCES

Create New Request
View Requests

Requests

Total Requests: 0

User Guide
Help
Logout

Active Role:
Faculty
Dietetics and Nutrition
College of Health
Professions
Change Role

UAMS
UNIVERSITY OF ARKANSAS
FOR MEDICAL SCIENCES

Promotion & Tenure System

Welcome

Login
P&T Sample Packet (COM)
P&T Database Trainings
Helpful Links
Request New User Access

Promotion & Tenure Database
Please fill in your UAMS username and password, and then click the "login" button to enter the system.

Username:
Password:
Login

If you hit any road blocks along the way with getting access to the CHP P&T Database, please contact:

Katie Poe in the UAMS Center for Faculty Excellence (KHPoe@uams.edu)

or

The CHP P&T Committee Chair

Accessing the CHP P&T Database

3. Verify all demographic information is correct. Be sure to check your appointment start date is correct.
 - a. You must answer the highlighted questions
 - b. If all information is correct click "yes"
 - c. If you need to edit the information click "no"
 - d. Click "submit"

Add/Edit Request

Fiscal Year:			
First Name:	Joshua		
Middle Name:	A		
Last Name:	Phelps		
Credential:			
Gender:	M (M/F)	Slot:	627
VA 8ths:	0 /8ths		
Primary College:	Health Professions	Primary Department:	Dietetics and Nutrition
Current Academic Rank:	Associate Professor	Appointment Date:	7/1/2012 (mm/dd/yyyy)
Requesting Promotion to Academic Rank of: (*)	-Select One-	Tenure Pathway:	Tenured pathway (TE)
Requesting Tenure: (*)	<input type="radio"/> Yes <input checked="" type="radio"/> No	Have You already been awarded tenure at UAMS?	<input checked="" type="radio"/> Yes <input type="radio"/> No
Secondary Department(s):		Seeking promotion in secondary department(s): (*)	<input type="radio"/> Yes <input checked="" type="radio"/> No

Is the information listed above correct? (*) Yes No
(If you answer 'No', you will be allowed to edit this information.)

Accessing the CHP P&T Database

4. This creates your request. To view your request and start editing your packet click “view”

Requests

Total Requests: 1

Fiscal Year	Faculty	Department	Status	View
	Joshua A Phelps	Dietetics and Nutrition	<i>Pending Document Upload</i> Request for Promotion to Professor	View



Accessing the CHP P&T Database

Request			
<input type="button" value="Close"/> <input type="button" value="Edit"/> <input type="button" value="Submit to Dept Chair/Program Director"/>			
Request for Promotion to Professor On the Tenured pathway (TE) Pathway			
Upload Photo			
Status:	Pending Document Upload		
Fiscal Year	(Fiscal Year will be assigned upon submitting packet to department chair/program director)		
Name:	Joshua A Phelps (If you would like to change your name, please click here)		
Gender:	M	Slot #:	627
Current Rank:	Associate Professor	Appointment Start Date:	7/1/2012
Requesting Promotion to Academic Rank of:	Professor	Tenure Pathway:	Tenured pathway (TE)
Requesting Tenure:	No	Have You already been awarded tenure at UAMS?	Yes
Primary Department:	Dietetics and Nutrition	VA 8ths:	0
Secondary Department (s):		Seeking promotion in secondary department (s):	No

(Toward the top of the webpage)

5. You have now created your request. It should look like this and you can begin to build your packet.

(Toward the bottom the webpage)

DEADLINES







- Applicants for promotion and/or tenure shall have all credentials/documentation loaded within the CHP P&T Database for review by their department chairperson on or before the first Tuesday in July. If the Tuesday is July 4, the deadline will become the following Wednesday.
- The department chairperson will notify each applicant of the action taken. The department chairperson will notify the CHP P&T Committee on or before the first Tuesday in September that the credentials of applicants being recommended are available.
- The CHP P&T Committee will notify each applicant of the action taken. The CHP P&T Committee will notify the Dean by the first Tuesday in November that the credentials of those applicants being recommended are available.
- The Dean will notify each applicant of the action taken. The Dean will notify the Chancellor by January 15 that the credentials of applicants being recommended are available. Only letters recommending applicants go forward to the Board of Trustees.

Appeal Process

- Negative recommendations at any level within the College may be appealed to the next higher level in the review process within ten (10) working days of notification of the action taken. See "Appeals Process", 2002 CHP P&T Guidelines: Section IV-D; or "Appeal Process", 2017 CHP P&T Guidelines: Section VI-A-C.

Review Documents:

(** Please click the folder icon to add or remove the documents **)

-  [Required Letters for the CHP's P&T Process](#) (0 files)
-  [Letters of Recommendation/Support](#) (0 files)
-  [CV](#) (0 files)
-  [Teaching](#) (0 files)
-  [Scholarship](#) (0 files)
-  [Service](#) (0 files)

College of Health Professions Appointment, Promotion, and Tenure Guidelines

[2002 CHP Promotion-and-Tenure-Guidelines](#)

[2017 CHP Promotion-and-Tenure-Guidelines](#)

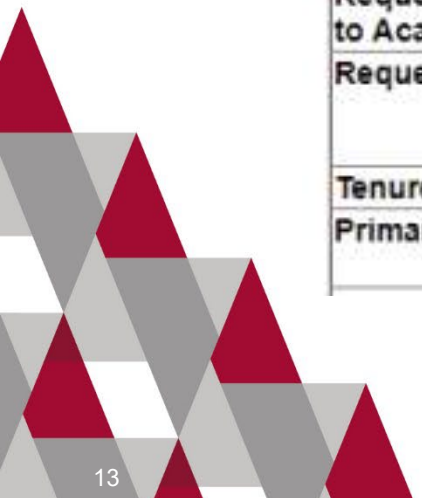
General Comments Regarding Preparation of Promotion and or Tenure Credentials

- For tenure, cover everything relevant to job performance, including relevant achievements if previously employed as faculty at a different university (as a means of describing career trajectory).
- For promotion, emphasize accomplishments since the last promotion [achievements accomplished while in your current rank, including relevant achievements if previously employed at a different university while in the same (current) rank – as a means of describing career trajectory].
- The credentials should be completely free of typos and grammatical errors.
- Write your credentials in a concise, organized, consistent, reader-oriented manner.
- Refrain from obscuring your most important accomplishments. Omit inconsequential documentation.
 - Omit course syllabi, lecture outlines, or study guides.
 - Omit thank you notes or letters or routine thank-you notes for such activities as the CHP hooding ceremony, or commencement.
 - Omit any discussion of your philosophical approaches.
- Prior to submitting your credentials to your Chairperson, seek multiple external reviewers - other than current CHP P&T Committee members – to review them. Prepare your credentials well in advance of the deadline.

Approval Steps/Flow for CHP P&T Review Process within the CHP P&T Database

- 1. Candidate uploads documents to their packet. Once they feel it is ready they will click "submit to Dept Chair/Program Director"

Request			
<input type="button" value="Close"/> <input type="button" value="Edit"/> <input type="button" value="Submit to Dept Chair/Program Director"/>			
Upload Photo		Request for Promotion to Associate Professor AND Tenure On the Non-tenured pathway (NTE) Pathway	
Status:	<i>Pending Document Upload</i>		
Fiscal Year	2020		
Name:	[REDACTED] (If you would like to change your name, please click here)		
Gender:	M	Slot #:	563
Current Rank:	Assistant Professor	Appointment Start Date:	7/1/2014
Requesting Promotion to Academic Rank of:	Associate Professor	Tenure Pathway:	Non-tenured pathway (NTE)
Requesting Tenure:	Yes	Have You already been awarded tenure at UAMS?	No
Tenured By Date:			
Primary Department:	Imaging and Radiation Sciences	VA 8ths:	0



Approval Steps/Flow for CHP P&T Review Process within the CHP P&T Database

2. Department Chair/Program director will review the packet and will be allowed feedback via the notes field or document upload within the folders:

a. notes field:

Review Documents:
(* Please click the folder icon to add or remove the documents *)

-  Required Letters for the CHP's P&T Process (0 files)
-  Letters of Recommendation/Support (0 files)
-  CV (0 files)
-  Teaching (0 files)
-  Scholarship (0 files)
-  Service (0 files)

Notes:

Hi Faculty
This is me.
Me Again



Approval Steps/Flow for CHP P&T Review Process within the CHP P&T Database

b. Dept Chair/Program Director document upload within folder

Teaching

- Be sure to complete the attached Teaching Summary Table
[Teaching Summary Table](#)
- Be sure to use the examples of excellence and significant achievement listed in the left column of the summary table you have achieved) as headings within please be sure to address the “so what?” factor by describing the impact behind beyond describing the accomplishment, such as how you **demonstrated leadership, development, implementation, and evaluation**, you have to also include in the accomplishment – *what did demonstrating leadership in course and curriculum evaluation lead to? (e.g., maybe it led to improved student evaluations, or a model that similar programs across the nation do not offer)*
 - *Incorporating teaching evaluations within the narrative [under appropriate demonstrating significant achievement or excellence in teaching is a requirement]*
- Regarding the 2017 CHP P&T Guidelines, as you complete this and other sections be sure to address collegiality – *please see page 23 of the 2017 CHP P&T Guidelines, “Collegiality”*
- Letters of support speaking specifically to teaching. Letters loaded here are seen in the LETTERS OF RECOMMENDATION/SUPPORT section (*which are more overall accomplishments relating contributions as they relate to the criteria for promotion*)

Upload Document:


File: No file chosen

Type:

Approval Steps/Flow for CHP P&T Review Process within the CHP P&T Database

- c. Clicking "Deny," the Department Chair/Program Director sends packet back to candidate for editing; clicking "Submit to P&T," the Department Chair/Program Director moves packet forward to CHP P&T committee

<input type="button" value="Close"/> <input type="button" value="Submit to P&T"/> <input type="button" value="Deny"/>
Request for Promotion to Associate Professor AND Tenure On the Non-tenured pathway (NTE) Pathway
<i>Chair Review</i>
You would like to change your name, please click here)
Slot #: 563
Appointment Start Date: 7/1/2014



Approval Steps/Flow for CHP P&T Review Process within the CHP P&T Database

3. The Promotion and Tenure Committee will review each request. The CHP P&T committee chair will then click "Approve to Dean" to send the request to the CHP Dean to review or click "Deny" to deny the candidates request.

Request			
<input type="button" value="Close"/> <input type="button" value="Approve to Dean"/> <input type="button" value="Deny"/> <input type="button" value="Voting Results"/>			
<input type="button" value="Previous Request"/> <input type="button" value="Next Request"/>			
Upload Photo		Request for Promotion to Associate Professor AND Tenure On the Non-tenured pathway (NTE) pathway	
Status:	<i>Pending P & T Review</i>		
Fiscal Year	2020		
Name:	[REDACTED] (If you would like to change your name, please click here)		
Gender:	M	Slot #:	563
Current Rank:	Assistant Professor	Appointment Start Date:	7/1/2014
Requesting Promotion to Academic Rank of:	Associate Professor	Tenure Pathway:	Non-tenured pathway (NTE)
Requesting Tenure:	Yes	Have You already been awarded tenure at UAMS?	No
Tenured By Date:			
Primary Department:	Imaging and Radiation Sciences	VA 8ths:	0
Secondary Department(s):		Seeking promotion in secondary department(s):	No

Approval Steps/Flow for CHP P&T Review Process within the CHP P&T Database

- The CHP Dean will then be able to review the requests and click "Approve" to approve promotion and/or tenure or "Deny" to deny the promotion and/or tenure.

Request			
<input type="button" value="Close"/> <input type="button" value="Approve"/> <input type="button" value="Deny"/>			
Upload Photo Request for Promotion to Associate Professor AND Tenure On the Non-tenured pathway (NTE) Pathway			
Status:	<i>Pending Dean Review</i>		
Fiscal Year	2020		
Name:	[REDACTED] (if you would like to change your name, please click here)		
Gender:	M	Slot #:	563
Current Rank:	Assistant Professor	Appointment Start Date:	7/1/2014
Requesting Promotion to Academic Rank of:	Associate Professor	Tenure Pathway:	Non-tenured pathway (NTE)
Requesting Tenure:	Yes	Have You already been awarded tenure at UAMS?	No
Tenured By Date:			
Primary Department:	Imaging and Radiation Sciences	VA 8ths:	0
Secondary Department(s):		Seeking promotion in secondary department(s):	No



Approval Steps/Flow for CHP P&T Review Process within the CHP P&T Database

5. Once the dean “approves” or “denies” the request, the P&T process within the database is complete. The Provost will have access to the database if she chooses to review the request. As always, the requests must be approved by the Provost, Chancellor, and UA President before becoming official on July 1 of the following year.

2020		Imaging and Radiation Sciences	Completed Request for Promotion to Associate Professor And Tenure	View
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General Tips Regarding Portfolio/Packet Preparation

Study the criteria/expectations to the rank of interest:

2002 Guidelines*

2017 Guidelines

UAMS/CHRP P & T Guidelines: Approved 13 February 2002

Table

Rank	Tenure-Track Undergraduate	Non-tenure Track Undergraduate	Tenure-Track Graduate/Post-Baccalaureate	Non-tenure Track Graduate/Post-Baccalaureate
Professor ¹	1. Doctoral degree 2. Excellence in scholarship, excellence in one of the two following areas and significant achievement in the second: teaching and service	1. Doctoral degree 2. Excellence in two of the following areas and significant achievement in the third area: teaching, service, and scholarship	1. Doctoral degree 2. Excellence in scholarship, excellence in one of the two following areas and significant achievement in the second: teaching and service	1. Doctoral degree 2. Excellence in two of the following areas and significant achievement in the third area: teaching, service, and scholarship
Associate Professor	1. Master's degree + 30 additional relevant graduate hours OR relevant graduate hours and/or equivalent scholarship 2. Excellence in one of the following areas and significant achievement in a second area: teaching, service, and scholarship	1. Master's degree + 30 additional relevant graduate hours OR relevant graduate hours and/or equivalent scholarship 2. Excellence in one of the following areas and significant achievement in a second area: teaching, service, and scholarship	1. Doctoral degree 2. Excellence in one of the following areas and significant achievement in a second area: teaching, service, and scholarship	1. Doctoral degree 2. Excellence in one of the following areas and significant achievement in a second area: teaching, service, and scholarship
Assistant Professor	Promotion to this rank: 1. Master's degree + experience as defined by the department 2. Excellence in one of the following areas: teaching, service, scholarship Initial Appointment: Master's degree + experience as defined by the department	Promotion to this rank: 1. Master's degree + experience as defined by the department 2. Excellence in one of the following areas: teaching, service, scholarship Initial Appointment: Master's degree + experience as defined by the department	Promotion to this rank: 1. Master's degree + experience as defined by the department 2. Excellence in one of the following areas: teaching, service, scholarship Initial Appointment: Master's degree + experience as defined by the department	Promotion to this rank: 1. Master's degree + experience as defined by the department 2. Excellence in one of the following areas: teaching, service, scholarship Initial Appointment: Master's degree + experience as defined by the department
Instructor		Master's degree or Baccalaureate degree with experience as defined by the department		Master's degree
Assistant Instructor		Baccalaureate degree ²		Master's degree

¹Minimum criteria for initial appointment or promotion to this rank.

²Under unusual circumstances where the continued functioning of a department is seriously impaired because of the lack of faculty, the dean may, with the recommendation of the department chairman, waive the criteria for the rank of Assistant Instructor. In such case, the individual to be appointed must have earned at least the highest degree or certification which is awarded by the specific department. In addition, the individual must attain the usual criteria for Assistant Instructor within three (3) calendar years of the initial appointment. Failure to do so will result in automatic termination from the CHRP.

Table 1 – Summary of Criteria for Appointment, Promotion, and Tenure

Rank	Tenure Track	Non-tenure Track
Emeritus Status	Appointment to This Rank See definitions and UA Board Policy 475.1	Appointment to This Rank See definitions and UA Board Policy 475.1
Distinguished Professor	Appointment to This Rank See definitions and UA Board Policy, 470.1	Appointment to This Rank See definitions and UA Board Policy, 470.1
Professor	Initial Appointment or Promotion to This Rank 1. Degree requirements for appointment to Associate Professor 2. Established scholarship agenda and record of scholarly activity 3. Excellence in teaching and scholarship; significant achievement in service 4. Established national or international reputation in teaching, scholarship or service 5. Demonstrated collegiality	Initial Appointment or Promotion to This Rank 1. Degree requirements for appointment to Associate Professor 2. Excellence in teaching and one other area (scholarship or service); significant achievement in the third area 3. Established national or international reputation in teaching, scholarship or service 4. Demonstrated collegiality
Associate Professor	Initial Appointment or Promotion to This Rank 1. Degree requirements for appointment to Assistant Professor 2. Doctoral degree with significant scholarly activity 3. Excellence in teaching and scholarship 4. Emerging national reputation in teaching, scholarship or service 5. Demonstrated collegiality	Initial Appointment or Promotion to This Rank 1. Degree requirements for appointment to Assistant Professor 2. Master's or doctoral degree 3. Excellence in teaching and significant achievement in scholarship or service 4. Emerging national reputation in teaching, scholarship or service 5. Demonstrated collegiality
Assistant Professor	Initial Appointment or Promotion to This Rank 1. Terminal professional degree required for clinical practice, if relevant to the faculty member's appointment 2. Master's or doctoral degree with significant preparation for scholarly activity 3. Demonstrated potential for scholarly activity 4. Demonstrated collegiality	Initial Appointment or Promotion to This Rank 1. Terminal professional degree required for clinical practice, if relevant to the faculty member's appointment 2. Master's or doctoral degree relevant to clinical practice or education with 3 to 5 years of experience 3. Demonstrated collegiality
Instructor ⁶	Not Applicable	Initial Appointment 1. Terminal professional degree required for clinical practice 2. Demonstrated collegiality

⁶ Under unusual circumstances where the continued functioning of a department is seriously impaired because of the lack of faculty, the dean may, with the recommendation of the department chair, waive the criteria for initial appointment to the rank of Instructor. In such cases, the individual to be appointed to a regular, full-time position must attain the usual criteria for Instructor within three calendar years of the initial appointment. Failure to do so will result in automatic termination.

**Except for approved BOT 405.1 Extensions, the 2002 Guidelines expired on June 30, 2022*

General Tips Regarding Portfolio/Packet Preparation

Letter from the applicant (directed to your Department Chair or Program Director)

- Maximum of two pages, single spaced
- Specifically indicate which guidelines you are using
 - 2002* or 2017 – *be sure you are using the appropriate guidelines*
 - State whether you are applying for promotion or tenure, or both
 - State the ranks from and to which you wish to be promoted
 - Make clear you meet specific minimum requirements for the academic rank and track, for which you are applying.
 - See page 12 of the 2002 CHP P&T Guidelines; page 17 of the 2017 CHP P&T Guidelines
- Summarize your credentials, including only pertinent information
 - In order of strength, explain the three areas of evaluation for promotion and tenure: Teaching, Service, and Scholarship
 - Pay attention to and communicate workload/percent effort when summarizing credentials
 - Regarding the 2017 CHP P&T Guidelines, be sure to address collegiality
 - see page 23 of the 2017 CHP P&T Guidelines for “Indicators and Evidence of Collegiality”

**Except for approved BOT 405.1 Extensions, the 2002 Guidelines expired on June 30, 2022*

General Tips Regarding Portfolio/Packet Preparation

Letter from the Department Chair or Program Director (directed to the CHP P&T Committee Chair)

- If a Department Chair or Program Director (*without a Department Chair*) is submitting documentation for consideration for promotion and/or tenure, the Dean will submit a letter in support of that faculty member
- Specifically indicate which P&T guidelines were used
 - State whether the applicant is applying for promotion or tenure, or both
 - State the ranks from and to which the candidate wishes to be promoted
 - Make clear the candidate met specific minimum requirements for the academic rank and track, for which she/he is applying.
 - Summarize his/her credentials, including only pertinent information
 - In order of strength, explain the three areas of evaluation for promotion and tenure: Teaching, Service, and Scholarship
 - Pay attention to and communicate workload/percent effort when summarizing credentials
 - Regarding the 2017 CHP P&T Guidelines, be sure to address collegiality

General Tips Regarding Portfolio/Package Preparation

Letters of Recommendation/Support

- A **minimum of three (3) letters** of recommendation/support are required.
- References should be selective and include persons who can speak directly to the faculty member's contributions as they relate to the criteria for promotion and/or tenure.
- Authors should be able to comment on quality and consistency of performance in **at least two (2) areas of evaluation** (Teaching, Scholarship, Service), and, if appropriate, Collegiality.
- These are overarching letters speaking to your accomplishments related to contributions that meet criteria for promotion and/or tenure. **These individuals hold a rank that is equal to or higher than that sought by the applicant.**

General Tips Regarding Portfolio/Package Preparation

Letters of Recommendation/Support

- Communicate with your Department Chair and/or Program Director to determine appropriate references
- Seek references from outside your Program/Department to review your packet against CHP P&T Guidelines and write a letter
- It is inappropriate for current CHP P&T Committee members, other than the candidate's Department Chair/Program Director, to write letters of support

General Tips Regarding Portfolio/Packet Preparation

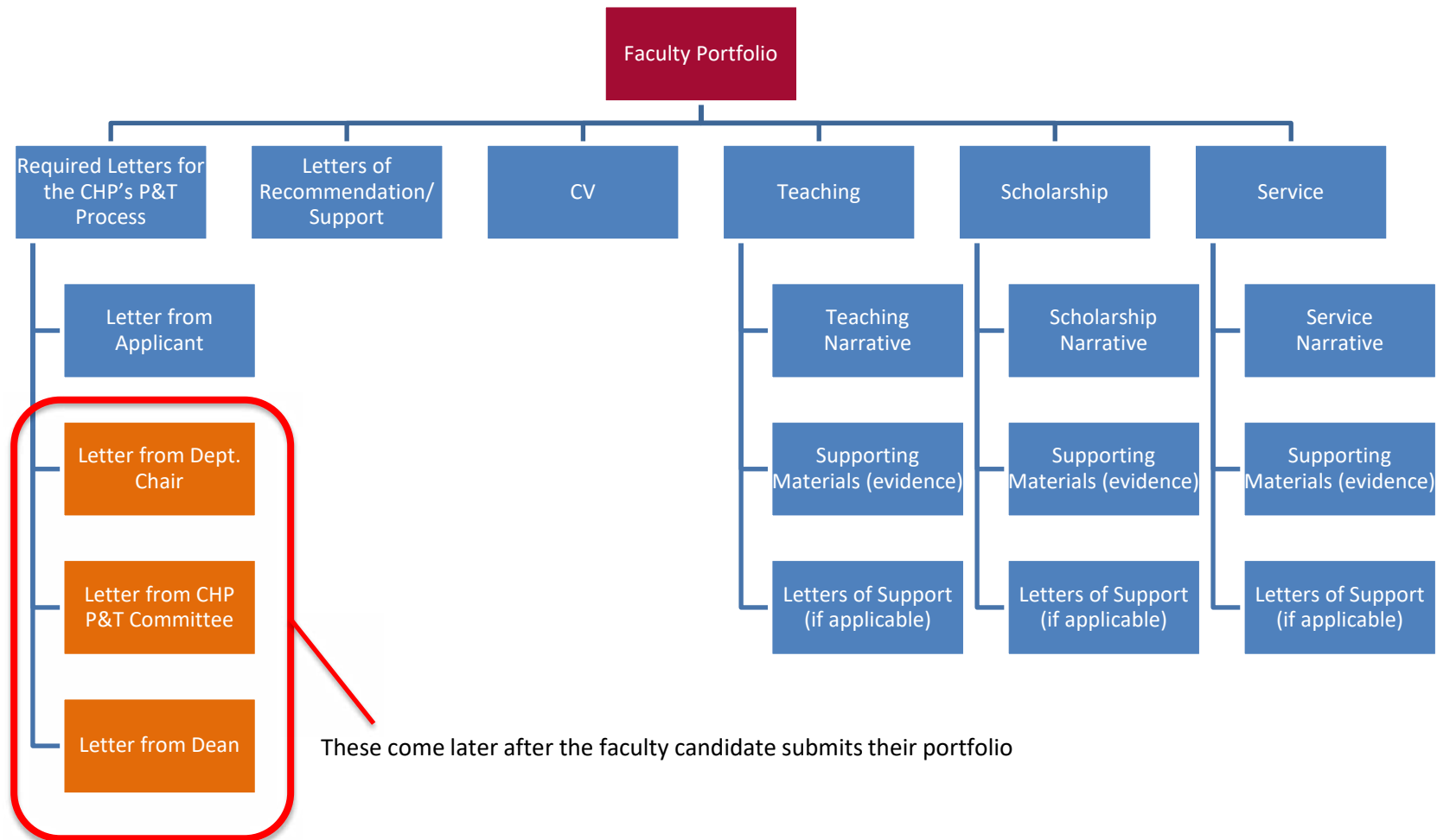
Writing Narratives for Each of the Bucket Folders



- Be sure to explicitly describe how your accomplishments contributed to demonstrating **either *excellence* or *significant achievement***.
 - if teaching is an area where you are **indicating** you have achieved ***excellence***, your **narrative** should be directed toward **describing** how your accomplishments contributed to demonstrating ***excellence***;
 - if teaching is an area where you are **indicating** you have achieved ***significant achievement***, your narrative should be directed toward **describing** how your accomplishments contributed to demonstrating ***significant achievement***.
 - Do not mix the two (excellence and significant achievement)

General Tips Regarding Portfolio/Package Preparation

- Putting it all together in the database



General Tips Regarding Portfolio/Package Preparation

Writing Narratives

- This is a time to brag – *do not be humble*
- Tell the CHP P&T Committee how you have achieved excellence or significant achievement – *tell your story*
 - **Provide evidence** beyond stating the accomplishment
 - *Go beyond the description*
 - **Get to the “so what?” factor**
 - Where is the **evidence to support impact** of your accomplishment?
 - Do not make the P&T Committee members search for it

Packets Will Be Denied If Evidence Is Absent Or Not Clear

Please see the other PowerPoint presentations for specific guidance on preparing materials for your Teaching, Scholarship, and Service folders.

Please contact CHP P&T Committee members about questions or additional information.

<https://healthprofessions.uams.edu/faculty-and-staff/promotion-and-tenure/>